



# **CIVILIAN PERSONNEL CAREER MANAGEMENT**

**MAY  
1999**

**ARMY CIVILIAN TRAINING, EDUCATION, AND  
DEVELOPMENT SYSTEM (ACTEDS) PLAN**

## **Health System Administration**

**OCCUPATIONAL SERIES GS-0670**

**and**

## **Health System Specialist**

**OCCUPATIONAL SERIES GS-0671**

**CAREER FIELD 53**

## **ACTEDS PLAN**

**TO CONSERVE THE FIGHTING STRENGTH**

**ARMY CIVILIAN TRAINING, EDUCATION,  
AND DEVELOPMENT SYSTEM PLAN**

**HEALTH SYSTEM ADMINISTRATION  
OCCUPATIONAL SERIES GS-670**

**HEALTH SYSTEM SPECIALIST  
OCCUPATIONAL SERIES GS-671**

**Summary.** This document describes the Health System Administration and the Health System Specialist ACTEDS plan. It includes the listing of training, education, objectives, key positions, career paths, and developmental opportunities that enhance the careerist's capability to advance within the Health System Administration community of the Army Medical Department (AMEDD). This plan describes separately the Health System Administration and the Health System Specialist communities.

**Interim changes.** Interim changes will be distributed as required to update information contained in this document.

**Suggested improvements.** The proponent agency for this document is the U.S. Army Medical Department Center and School (AMEDDC&S). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, AMEDDC&S, AMEDD Personnel Proponent Directorate, ATTN: MCCS-DC, 1400 East Grayson Street, Fort Sam Houston, TX 78234-6175.

**Distribution.** Primary access to this plan is via the World Wide Web at <http://cpol.army.mil>. Hard copy distribution through functional channels will be made by AMEDDC&S. Additional copies may be obtained by contacting the AMEDDC&S.

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# **ARMY CIVILIAN TRAINING, EDUCATION, AND DEVELOPMENT SYSTEM PLAN**

## **HEALTH SYSTEM ADMINISTRATION OCCUPATIONAL SERIES GS-670**

### **HEALTH SYSTEM SPECIALIST OCCUPATIONAL SERIES GS-671**

#### **(Career Field 53)**

**1. INTRODUCTION.** ACTEDS is a Department of the Army (DA) system that provides a progressive and sequential framework for developing the technical, managerial, and professional skills required of the U.S. Army's civilian workforce. It mirrors what the Army does to guide military personnel throughout their careers. This ACTEDS plan for Health System Administration and Health System Specialist provides careerists and management with a guide to assist in career enhancement and progression. It includes a listing of the training, education, and developmental opportunities that enhance the careerist's advancement within the health system administration community. Training and development planning are essential in developing and enhancing the employees knowledge, skills, and abilities (KSAs). This plan, if followed, will provide the Health System Administrator and the Health System Specialist the avenue to become more proficient in their fields, benefiting the Army, the local military organization, and the employee.

#### **2. OBJECTIVES**

a. Provide a proactive career development program for health system administrators and health system specialists from entry level to senior level positions throughout their careers.

b. Provide a career path of technical and professional training that will increase their knowledge base, maximize productivity and efficiency, and minimize costs.

c. Provide a means for goal formulation and measurement of performance for leaders.

d. Aid in the recruitment and retention of motivated individuals in the DA healthcare delivery system.

**3. STRUCTURE.** Development, coordination, management, and implementation of this ACTEDS plan are the shared responsibility of the proponent, the proponent agency, the Functional Chief (FC), and the Functional Chief Representative (FCR). The proponent for this series, and all occupational series in this career field (Career Field 53), is The Surgeon General (TSG) of the U.S. Army. The proponent agency is the AMEDDC&S, AMEDD Personnel Proponent Directorate. The FC is the Chief, Medical Service Corps. The FC will designate a senior official holding a top-level position to be the DA FCR for the Army Health System Administrator and Health System Specialist. In turn, the DA FCR will designate individuals in key positions to serve as subject-



matter experts (SMEs). This plan applies to all civilian employees of DA working in the field of Health System Administration, regardless of the level at which they were hired and the organization or agency to which they are assigned or attached. Training and development opportunities for participants covered by this plan will be provided without regard to race, color, sex, religion, national origin, non-disqualifying disabilities, or age.

**4. KEY POSITIONS.** Key Positions within occupational series GS-670 and GS-671 are defined as operating and staff positions having broad responsibilities and duties for managing, or which substantially impact AMEDD programs. Lists of key positions for GS-670's and GS-671's are found respectively in Appendix A and Appendix B.

In general, these positions are senior positions in a given health systems administration function at each organizational or command level. In some instances, "deputy" or "assistant" titled positions may also be considered key. The FCR has final approval authority for designation of key positions.

**5. RESPONSIBILITIES.**

a. The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) provides overall policy and direction for this ACTEDS plan, and will:

- (1) Provide overall program management, guidance, direction, and approval.
- (2) Provide funding support for selected ACTEDS Core Leader Development training.
- (3) Provide assistance to the FC, the FCR, and APPD in implementing this ACTEDS Plan.

b. Management. The FCR has operational responsibility for administration of the GS-670 and GS-671 occupational series. Those responsibilities include:

- (1) Assisting Army Personnel Proponent Directorate (APPD) in preparation of career management regulations by providing advice on career patterns; identifying knowledge, skills, and abilities (KSAs) required for specific job categories; identifying training and development needs; and recommending functional courses and equivalencies for the enhancement of the employee.
- (2) Establishing and chairing the DA Health System Administration and Health System Specialist Career Planning Board, and assisting in the selection of participants for the planning board.

(3) Selecting SMEs to participate in job analysis, establishing evaluation criteria, and rating applicants for referrals.

(4) Monitoring affirmative action goals and equal employment opportunity (EEO) progress.

(5) Assisting TSG in estimating Army-wide Health System Administrator and Health System Specialist training needs and ensuring the Master Training Plan (MTP) is adequate.

(6) Assisting TSG in establishing standards selection of training sites.

(7) Exercising final approval authority for designation of key positions.

c. Activity/Installation commanders will:

(1) Obtain and provide resources to attain ACTEDS Plan objectives.

(2) Support developmental assignments/reassignments and formal training of participants.

d. The senior health systems administration manager at each installation informs the FCR of:

(1) planned career requirements,

(2) budget needs,

(3) distribution of funds, and

(4) management of spaces.

e. The supervisor will:

(1) Prepare and approve competency-based training plans.

(2) Identify and coordinate developmental assignments utilizing career paths.

(3) Prepare goal-setting development plans in concert with the employee.

(4) Release employees for identified ACTEDS Plan training and development opportunities (mission permitting).

(5) Ensure employees possess or are provided opportunities to obtain required competencies.

(6) Perform ongoing evaluation of employee career

progression

f. The employee will:

(1) Actively participate with supervisors in preparing a goal-setting development plan.

(2) Pursue training and leader development opportunities offered under this ACTEDS Plan.

(3) Accept cross-training assignments for developmental purposes.

**6. COMPETENCIES.** (Appendix C). Supervisors are responsible for identifying resources and offering opportunities to meet the career objectives of their employees. They must ensure that employees under their supervision possess, or are provided opportunities to obtain, required KSAs through formal and on-the-job training (OJT). Equivalency credit may be granted for formal courses or OJT received from sources other than those listed in the MTP. Application for equivalency credit should be submitted to the FCR for evaluation using the Request For Equivalency Credit For Mandatory Functional Training form. An example of this form is found at Appendix K of this plan.

**7. CAREER PATH.** The career path for the Health System Administrator begins at the GS-13 level and progresses to GS-15. The career path for the Health System Specialist begins at the GS-05 level and progresses to GS-13. The Career Path Chart for both occupational series is at Appendix D.

**8. MASTER TRAINING PLANS FOR GS-670, GS-671.** (Appendix E and F)

a. General.

(1) Employees enter these occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on formal training and/or OJT required for advancement as outlined in this ACTEDS plan. Broad-band training is identified as those courses and OJT that cover a spectrum of grade levels. This training may be completed at any level within the band, but should be completed prior to moving from the band. Consideration should be given to documented prior experience and training. Training and development is divided into two categories: Universal Training and Competitive Professional Development.

(a) Universal Training. Universal training requirements provide standardized KSAs across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for ACTEDS funding. Universal training priorities are as follows:

Priority I - Mandatory training that is typically a condition of employment, must be successfully completed within a specified time period, and meets one or more of the following criteria: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DOD) or is required for health, certification, or safety reasons; (d) training is mandated by ASA(M&RA) as an ACTEDS leader development core course; or (e) training is essential, functional intern training.

Priority II - Training that should be successfully completed within a specified time period, but may be delayed if funding is not available, and should meet one or both of the following criteria: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.

Priority III - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances KSAs needed on the job, or (b) leads to improvement of mission accomplishment.

(b) Competitive Professional Development (CPD). This category includes developmental opportunities for which individuals are competitively selected. It covers Army-wide competitive programs such as the Senior Service Colleges, and the 12-week Sustaining Base Leadership and Management (SBLM) program, conducted at the Army Management Staff College, that are centrally funded by ASA(M&RA). Competitive professional development also includes fellowship programs, developmental assignments, and training-with-industry, which are funded by either the major Army command (MACOM) or the installation. The annual Catalog of Civilian Training, Education and Professional Development Opportunities is available on the World Wide Web at <http://cpol.army.mil>, and contains specific information about current competitive development opportunities, along with all necessary procedural and application requirements.

(2) The ideal training program provides the opportunity for every employee to advance to the highest level of his/her capability. The most effective training and development activity for any Army civilian career employee will result from an appraisal/counseling interview which: (a) identifies training requirements, (b) systematically schedules the training needed to meet the requirements, and (c) takes greatest advantage of work situations and operating problems for OJT development purposes.

(3) A major element of the MTP is a goal-setting development plan, commonly referred to as an Individual Development Plan (IDP). The IDP, although no longer regulatory, continues to serve as an ideal means to document and record the goal-setting development plan mutually agreed upon at the rater/supervisor counseling session. (A sample IDP is found at

Appendix L). It clearly identifies the training and OJT needed to improve the technical knowledge and skill of the employees and should be updated annually.

(4) Development and rating methods of civilian employees are outlined and reported annually through the Total Army Performance Evaluation System (TAPES). The rater/supervisor, with the ratee's input, during counseling sessions, will assist the ratee in identifying the required training and/or professional development objective.

(5) When an employee has completed a required phase of training, it must be documented by the supervisor. The completed training will be noted in the IDP and TAPES, then filed in accordance with local procedures. Employees who demonstrate the ability to effectively handle increasingly complex assignments become more competitive for developmental assignments and advancement.

(6) Self-Development. In addition to the mandated training outlined in the MTP, employees at all levels are encouraged to undertake individual projects such as technical papers, presentations, and membership in professional organizations. These opportunities will increase their knowledge, improve competence in their area of interest, and offset any limitations identified in the career planning process. This is a voluntary effort initiated and conducted by the employee. Active interest in self-development generally indicates that an employee has a strong desire to achieve or exceed planned career goals. Employees will be encouraged to take advantage of: (a) available Army and other professionally relevant correspondence courses, (b) opportunities for study at nearby colleges or universities; (c) planning, reading, and discussion of developments in the various aspects of the field of Health System Administration; and (d) seminars, workshops, teleconferences, videos, and meetings sponsored by professional organizations.

(7) Competitive Opportunities. Long-term training is a competitive opportunity intended to expand and develop GS-12 through GS-15 careerists through educational opportunities and work experiences apart from their assigned organizations. Competitive opportunities are approved through the MEDCOM or DA FCR and some are centrally funded by HQDA. They include formal courses and developmental assignments such as: (a) the Army War College, (b) the Army Congressional Fellowship Program, (c) the Sustaining Base Leadership and Management program, (d) college and university course work, and (e) DA rotations.

#### b. Training Levels

(1) Entry Level for GS-670. An individual entering at the entry level for Health System Administration, GS-13, is

defined as one with extensive experience and education in the field. Full performance in this series is at the GS-13 level above. This employee requires training in executive skills, strategic planning, and organization leadership in preparation for senior leadership roles at the GS-14/15 level.

(2) Entry Level for GS-671. An individual entering at the entry level for Health System Specialist, GS-05, is defined as one with limited experience in the field. This new employee generally requires OJT experience and technical training. Emphasis is placed on their involvement with and training in: (a) fundamentals of health system administration; (b) fundamentals of federal law, DA regulations, and directives in promoting wellness; (c) computer training; and (d) professional group activities. These individuals may enter the GS-671 field either through the normal civil service application and employer selection process, or through the MEDCOM administered employee intern program.

(3) For GS-671 employees who are not graduates of the intern program, the journeyman level is GS-11. At the GS-09 level, the primary focus is on increasing the technical knowledge and skills of the employee. Secondarily, emphasis is placed on management and human relation skills including training for personnel selected to fill supervisory positions. These personnel will continue to receive progressive responsibility for assignments and, as they progress, will be afforded the opportunity to exercise some supervisory authority. Work assignments will be selected to add to the depth and breadth of their technical and leadership competence. Self-development activities are accelerated and focused to ensure careerists continue to add to their variety of experiences. College/university study, speaking and writing activities, and participation in professional group activities are encouraged. Journeyman positions represent full performance, and are normally technical leaders of lower-graded personnel. Although most supervisory positions start at the GS-12 level, some GS-09 and GS-11 positions, at some locations, may be supervisory.

(4) Intermediate Level training for Health System Specialist GS-11/12 places emphasis on broadening the individual's technical knowledge in several areas of health system administration in addition to developing managerial supervisory and administrative abilities. All GS-13 Health System Specialists are recognized as SMEs.

(5) Advanced Level training for Health System Specialist GS-13 focuses on the entire range of administrative regulations and precedents IAW policies applicable to one or more programs. These employees identify and propose solutions to hospital management problems which are characterized by their breadth, importance, and severity, and for which previous studies and established management techniques are frequently inadequate. Their decisions significantly affect the content, interpretation,



or development of Army policies and programs concerning critical matters or major issues. They are assigned positions/studies where limited guidance exists as to the method of evaluation for the potential experience identified or, where possible, new experiences need to be identified for a new operation or new product. Training will be on topics that are emerging issues in the specialized field as well as seminars and conferences where these topics are likely to be discussed. At this level, the employee must have a mastery of one or more specialty fields evidenced by application of new developments and theories to critical and novel problems, and extension and modification of approaches and methods to solve a variety of problems with unconventional solutions. Developmental assignments for these employees may include rotations through other agencies as well as congressional exchanges (see courses #24 and #25, Appendix H).

**9. Intern Program.** The MEDCOM periodically publishes announcements of the GS-671 intern program, with all procedures for application and selection. Interns generally progress through a rigid and orchestrated training program taking them through the GS-05/11 grades. GS-11 is the journeyman level for interns in this field.

**10. Master Intern Training Plan (MITP).** (Appendix G)

a. The MITP at Appendix G is a comprehensive plan, which outlines the core competencies interns should possess by the time they reach their target grade. It links the competencies or knowledges, skills, and abilities required to perform at the journeyman level to the means for acquiring those competencies. The MITP is applicable to all centrally and locally funded career interns in CF-53.

b. Using the MITP as a guide, an IDP (Appendix L) will be developed for each intern within 30 days of the intern's entrance on duty. The IDP will include: (1) orientation to government service for new government employees; (2) orientation to the mission and functions of the organization to which the intern is assigned, and the organization's role in the Army's health care mission; (3) mandatory and appropriate assignment-specific courses, mandatory Civilian Leadership Training courses, and any courses needed for assignment-specific duties immediately following the intern program; (4) automation skill courses; (5) self-development courses and activities; and (6) rotational OJT.

c. It is essential the IDP incorporate a variety of OJT assignments to maximize exposure to the varied competencies (see Appendix C).

d. The IDP should be reviewed periodically to gauge progress of the intern in meeting training objectives. The IDP may be adjusted to meet the needs of the intern and conditions at the training site. Adjustments may be appropriate when learning objectives are met in less than the projected time, when

additional time is needed to complete an assigned task or to become more familiar with a competency, or because of an approved intern absence.

e. The IDP will serve as the basis for developing the intern's TAPES objectives. The intern's appraisal will reflect not only which competencies and skills have been acquired but also how well they have been applied to assigned duties.

## **11. RECRUITMENT STRATEGIES AND SOURCES.**

### **a. Recruitment Strategies.**

(1) Planned recruitment of highly qualified or high potential employees is essential to the development and maintenance of an effective health system administration program.

(2) Recruitment should be related to replacement needs projected on the basis of expected losses and planned expansions.

(3) Although primary hiring emphasis is generally placed at the entry level, recruitment of quality individuals from various sources and placement in the appropriate administrator and specialist levels may also be accomplished.

(4) Recruitment and selection practices are designed to obtain the best qualified candidates for available positions.

(5) Recruitment brochures, literature, advertising, or other appropriate and authorized publicity measures should be employed to support recruitment actions.

### **b. Recruitment Sources.**

#### **Competitive referrals**

(2) Status candidates eligible for transfer, reassignment, or reinstatement.

(3) Installation "upward mobility" programs that are part of the Local Merit Promotion Plan/Program which targets high-potential DA employees showing an interest in pursuing advancement within the GS-670/671 occupational series.

(4) Special placement assistance programs such as the DOD Priority Placement Program.

(5) College and university recruitment programs, professional conferences, and job fairs.

#### **Non-status candidates**

## 12. MOBILITY REQUIREMENTS.

Mobility is defined as geographic, organizational, or functional movement--either in CONUS or OCONUS. Only GS-671 interns have to sign a mandatory mobility statement. Nevertheless, while many employees can achieve their career objectives in one geographical area, mobility is often a factor in achieving goals. Relocation may increase chances of acquiring broad-based management experiences necessary for executive level vacancies. There may be a direct relationship between an employee's availability for varied geographic locations and his or her prospects for enhanced development and career advancement.

APPENDIX A

KEY POSITION TITLES AND LOCATION LIST  
670-HEALTH SYSTEM ADMINISTRATION

<u>Titles</u>	<u>Locations</u>
Chief of Staff	RMC/RDC/RVC/MAJSUB CMD
Deputy Commander, Administration	MEDCEN/MEDDAC
Dean, AMEDDC&S	MEDCOM/OTSG
DIR/ACS Information Management	
DIR/ACS Personnel	
DIR/ACS Resource Management	
DIR/ACS Operations	
DIR/ACS Logistics	
DIR/ACS Health Policy and Services	
Director, Program, Analysis, and Evaluation	
Director, Quality Management	
Chief, Patient Administration	
Chief, TRICARE Division	
Director, TRICARE Lead Agency	TRICARE Lead Agency

## APPENDIX B

### KEY POSITION TITLES AND LOCATION LIST 671-HEALTH SYSTEM SPECIALIST

<u>Titles</u>	<u>Locations</u>
Assistant Chief of Staff, Patient Administration Division	RMC/RDC/RVC/MAJSUB CMD
Assistant Chief of Staff, Information Management	
Assistant Chief of Staff, Personnel	
Assistant Chief of Staff, Resource Management	
Assistant Chief of Staff, Operations, Plans, and Security	
Director, Plans, Analysis, and Evaluation	
Chief, Patient Admission & Disposition Division	MEDCEN/MEDDAC
Chief, Information Management Division	
Chief, Personnel Division	
Chief, Resource Management Division	
Chief, Clinical Support Division	
Chief, Plans, Training, Mobilization & Security Division	
Chief, Managed Care Division	
Chief, Quality Management Division	
Strategic Planner	MEDCOM/OTSG
Chiefs, AMEDDC&S	

**APPENDIX C**  
**COMPETENCIES**  
**FOR HEALTH SYSTEM ADMINISTRATION**  
**HEALTH SYSTEM SPECIALIST**  
**AND INTERN**

**GENERAL ORIENTATION**

1. Knowledge of DoD and Army systems (e.g., acronyms, traditions, and military rank structure).
2. Knowledge of Army mission, goals, organizations, and functions.
3. Knowledge of Army Medical Department, mission, goals, organization, and functions.
4. Knowledge of employing office, mission, goals, functions, regulations, and procedures.

**DECISION MAKING**

5. Ability to identify and evaluate alternatives, choose the best alternative, and implement the chosen alternative.
6. Ability to synthesize new approaches using existing information and data.

**COMMUNICATION**

7. Ability to effectively exchange ideas and transmit information in all directions.
8. Ability to communicate through oral, written, and visual methods.

**INFORMATION MANAGEMENT**

9. Ability to collect, analyze, process, and deliver information to meet requirements.
10. Knowledge of forecasting techniques and simulation models.

**GENERAL MANAGEMENT**

11. Knowledge of statistics, analytical aids, and methods by which information is obtained, organized, arranged, and evaluated using quantitative methods.
12. Knowledge of long range, comprehensive, structured decision processes within an organization, and strategic planning.
13. Knowledge of workload management systems and principles of productivity.
14. Ability to analyze productivity measures and to recommend improvements.
15. Ability to assign work, evaluate employee performance, manage staffing and scheduling, and write job descriptions.
16. Ability to select personnel, administer progressive discipline to employees when needed, and mentor employees.

**HEALTH LAW AND POLICY**

17. Knowledge of Federal, state, and local as well as Department of Defense, Army medical department, and DOD Health Affairs policies that impact healthcare organizations.
18. Ability to implement and oversee compliance programs.



19. Knowledge of tort and criminal jurisprudence in order to structure risk management programs.
20. Knowledge of policies that govern the conduct and privileges of the medical staff.
21. Knowledge of the process by which medical staff bylaws are developed and amended using Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) requirements.
22. Knowledge of the evaluative process performed by accrediting organizations that ensures the delivery of high quality medical care, such as JCAHO and the College of American Pathologists, (CAP).
23. Knowledge of contract law and contracting procedures in the private sector as well as in the government.

#### **RESOURCE ALLOCATION**

24. Knowledge of and ability to utilize analytical techniques to monitor and evaluate the allocation of funds, to include maintaining financial records, controlling financial activities, identifying deviations from planned performance, and forecasting future funding requirements.
25. Ability to develop budgets, and determine the optimal allocation of monetary resources needed to support programs.
26. Ability to perform make/buy and cost benefit analyses.
27. Knowledge of the process of acquiring and retaining human resources.
28. Knowledge of materials management and medical logistics functions, including the management, cataloging, requirements determination, procurement, distribution, maintenance, and disposal of supplies and equipment.
29. Knowledge of upkeep and maintenance of real property, such as a building, structure, or utility system.
30. Ability to ensure compliance with regulations such as Occupational Safety and Health Administration (OSHA), fire codes, American with Disabilities Act (ADA).
31. Knowledge of the financing of military and civilian healthcare, healthcare economics, reimbursement methodology, capitation financing, and the healthcare insurance industry.

#### **ETHICS**

32. Knowledge of ethical decision-making--processes, structures, and social constructs underlying ethical theory; major ethical theories; divisions of health care ethics, and appropriate ethical decision-making methods.
33. Ability regarding personal, professional, and organizational ethics--to articulate a personal code of ethics and a professional code of ethics; to compare and contrast the two; to identify and effectively address ethical conflicts between, or among, personal, professional, and organizational ethics; and to foster an organizational climate that supports the organizational code of ethics.
34. Knowledge of personal, professional, and organizational ethics--professional and organizational codes of ethics; and the purpose and processes of ethical problem solving within health care organizations, including consultants, teams, or committees.

35. Knowledge of bioethics--identification of ethical problems and their solutions in the areas of medical readiness; patient treatment; human subject research; organ donation and transplantation; and the allocation of scarce resources.

#### **ORGANIZATIONAL BEHAVIOR**

36. Knowledge of the behaviors that define interaction among members of an intact group, to include team building, empowerment, individual and group responsibility, and motivation to enhance group productivity.

37. Knowledge of individual behavior and performance, with focus on motivation, retention, personal growth and development, and how individuals contribute to the organization.

38. Knowledge of the design and analysis of organizational structures (e.g., hierarchy, matrix, and teams) and how they affect the operation of an organization.

39. Knowledge of collective bargaining and the impact of the negotiated agreements on the healthcare organization.

40. Ability to recognize and implement fair labor practice, effective interactions with union officials, and effective management of grievances.

41. Ability to employ techniques such as negotiation, mediation, and active listening to resolve conflicts.

42. Ability to introduce change or technical innovation in the workplace.

#### **HEALTH CARE DELIVERY**

43. Knowledge of the on-going, iterative process used to assess and monitor the organization's ability to meet standards of care.

44. Knowledge of and ability to conduct an on-going assessment of patient care, management of risk, the assessment of provider competencies and performance, the process of utilization review, and the implementation of corrective and follow-up actions, where indicated.

45. Knowledge of how trends in the population disease states effect the delivery of health care and the utilization of health care services.

46. Knowledge of the methods used to assess the quality of patient care through comparison of actual versus expected outcomes.

47. Ability to apply the results of outcomes research to the improvement of the operation of the healthcare system.

48. Knowledge of practice guidelines.

49. Knowledge of wellness and health promotion programs.

50. Knowledge of the principles of demand management and disease management.

51. Knowledge of medical terminology.

52. Knowledge of the principles and philosophy of managed care and alternative delivery systems.

53. Knowledge of healthcare marketing principles.

**LEADERSHIP**

54. Ability to work with and through others to accomplish the goals of the organization, including the formulation and communication of the strategic vision.

55. Ability to encourage, guide, empower, and assist others in the accomplishment of organizational goals and mission, including contingency planning.

56. Ability to lead a diverse workforce.

**MILITARY MISSION**

57. Knowledge of the integration of the medical mission into the larger mission of the Army and its line units.

**MILITARY MEDICAL READINESS**

58. Knowledge of the Army Medical Department role in joint operations/exercises and National Disaster Medical Systems management.

**PUBLIC AND MEDIA RELATIONS**

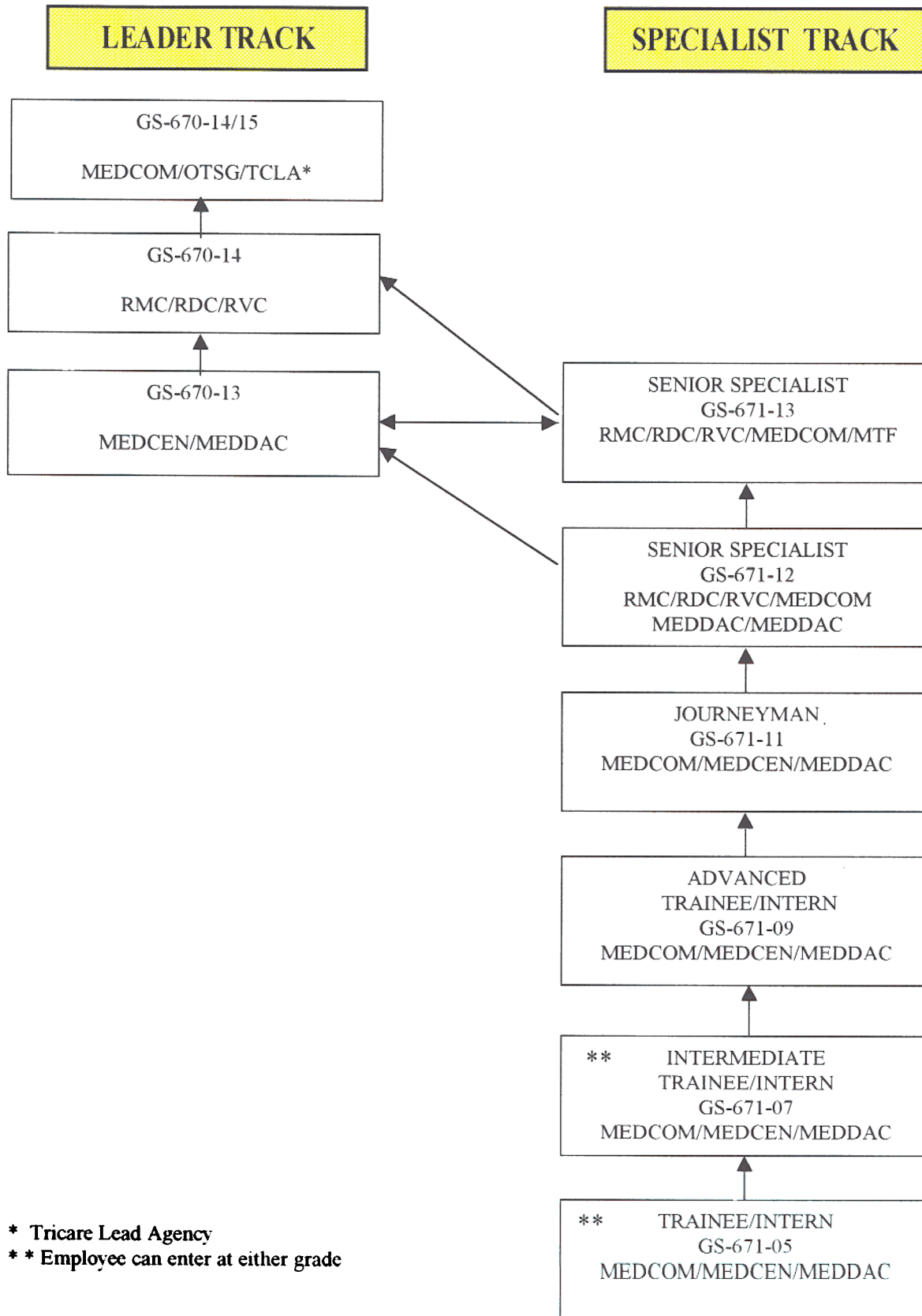
59. Ability to shape public opinion and perceptions by effectively delivering the organization's message through local media.

60. Ability to effectively communicate, orally and in writing, ideas and concepts to others with different technical or experience backgrounds.

61. Ability to speak to audiences from varied backgrounds, such as the military chain of command, health care professionals, military family members, internal staff, professional groups, community organizations, and others.

**HEALTH SYSTEM ADMINISTRATION  
HEALTH SYSTEM SPECIALIST  
AND INTERN**

**CAREER PATH CHART**



\* Tricare Lead Agency

\*\* Employee can enter at either grade

**APPENDIX E**

**MASTER TRAINING PLAN MATRIX FOR HEALTH SYSTEM ADMINISTRATION**

COURSE / SEMINAR / OJT	TYPE OF TRAINING	LENGTH HOURS	INTERMEDIATE	ADVANCED	SOURCE	COMPETENCIES KSA'S (APP C)	COURSE NUMBER (APP H)
			GS – 13	GS - 14 / 15			
MANAGER DEVELOPMENT COURSE	CC	20	U1	U1	AIPD	13,14,15,16,41,42,56	28
TRICARE FINANCIAL MANAGEMENT EDUCATION PROGRAM	FC	40	U1	U1	TRICARE MGT AGENCY	13,14,24,25,26,31	10
ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES	FC	80	U2		CAL	12,36,37,38,39,40,41,42	14
PERSONNEL MANAGEMENT FOR EXECUTIVES	FC	72	U2	U2	AMSC	14,15,16,27	13
CONTRACTING OFFICER'S REPRESENTATIVE COURSE	FC	40	U2	U2	ALMC	23	11
FEDERAL BUDGETARY POLICY & PROCESSES	FC	80	U2	U2	ESC	24,25,26	15
LEADERSHIP EDUCATION & DEVELOPMENT	CC	40	U3 SUP-U1		LOCAL	54,55,56,57,58	12
ACTION OFFICER DEVELOPMENT COURSE	CC	6 MONTHS	U3		AIPD/ INTERNET	8,9,60	26
SUPERVISOR DEVELOPMENT COURSE	CC	40	U3 SUP-U1		AIPD/ INTERNET	15,16	7
PERSONNEL MANAGEMENT FOR EXECUTIVES II	FC	40	U3	U3	AMSC	14,15,16,27	27
EXECUTIVE DEVELOPMENT SEMINAR	FC	80	U3	U3	ESC	5,6,7,8,9,12,27,36,37,38,39,40,41,42,54,55,56,58,59,60,61	20
PROFESSIONAL ASSOCIATIONS	FC	TIME VARIES	U3	U3	VARIES	17,18,19,20,21,22,28,30,31,32,33,34,35,43,44,45,46,47,48, 49,50,52,53,54,58,59	16
TEAM BUILDING AND TEAM LEADERSHIP	FC	40		U3	OPM	7,8,27,36,37,41,42,54,55,56	17

**LEGEND:** FC = FORMAL COURSE      U1 = UNIVERSAL PRIORITY I      CPD = COMPETITIVE PROFESSIONAL DEVEL      \* = ACCORDING TO INDIV JOB REQUIREMENT  
 CC = CORR COURSE      U2 = UNIVERSAL PRIORITY II      SUP = SUPERVISOR ONLY      \*\* = ANNUAL REQUIREMENT  
 OJT = ON-THE-JOB TRAINING      U3 = UNIVERSAL PRIORITY III      DVP = DEVELOPMENT ASSIGNMENT      \*\*\* = BY EXCEPTION

# APPENDIX E

## MASTER TRAINING PLAN MATRIX FOR HEALTH SYSTEM ADMINISTRATION

COURSE / SEMINAR / OJT	TYPE OF TRAINING	LENGTH HOURS	INTERMEDIATE	ADVANCED	SOURCE	COMPETENCIES KSA'S (APP C)	COURSE NUMBER. (APP H)
			GS - 13	GS - 14 / 15			
SEMINAR FOR NEW MANAGERS	FC	80		U3	ESC	15,16	18
SUSTAINING BASE LEADERSHIP AND MANAGEMENT ****	FC	12 WEEKS	CPD	CPD	AMSC (Ft Belvoir)	5,6,11,12,36,37,38,39,40,41,42,54,55,56,57	22
DEVELOPMENT ASSIGNMENT HQ MEDCOM, LEAD AGENT, OR RMC	FC/OJT	TIME VARIES	CPD	CPD	STATION/ POST	12,17,24,31,54,57,60	23
ARMY CONGRESSIONAL FELLOWSHIP PROGRAM	FC	15 MONTHS	CPD	CPD	CPOC	17,59,60	24
UNIVERSITY LONG TERM TRAINING (LTT)	FC	TIME VARIES	CPD	CPD	UNIV BASED	5,6,7,8,10,11,12,13,14,17,18,19,20,21,22,24,26,28,29,30,31,32,33,34,35,36,37,38,39,40,42,43,44,45,46,47,48,49,50,51,52,53,54	21
SECRETARY OF THE ARMY RESEARCH AND STUDY FELLOWSHIP	FC	6-12 MONTHS	CPD	CPD	SARSF (TBD)	6,9,10,11,12,46,47,57	25

LEGEND: FC = FORMAL COURSE  
CC = CORR COURSE  
OJT = ON-JOB TRAINING

U1 = UNIVERSAL PRIORITY I  
U2 = UNIVERSAL PRIORITY II  
U3 = UNIVERSAL PRIORITY III

CPD = COMPETITIVE PROFESSIONAL DEVEL  
SUP = SUPERVISOR ONLY  
DVP = DEVELOPMENT ASSIGNMENT

\* = ACCORDING TO INDIV JOB REQUIREMENT  
\*\* = ANNUAL REQUIREMENT  
\*\*\* = BY EXCEPTION  
\*\*\*\* = FORMERLY CALLED ARMY MANAGEMENT STAFF COLLEGE



# APPENDIX F

## MASTER TRAINING PLAN MATRIX FOR HEALTH SYSTEM SPECIALIST

COURSE / SEMINAR / OJT	TYPE OF TRAINING	LENGTH HOURS	ENTRY		INTERMEDIATE			ADVANCED	SOURCE	COMPETENCIES (APP C)	COURSE NUMBER (APP H)
			GS-5	GS-7	GS-9	GS-11	GS-12	GS-13			
GENERAL ORIENTATION	OJT	TIME VARIES	U1	U1					LOCAL	1,2,3	1
EMPLOYMENT ORIENTATION	OJT	TIME VARIES	U1	U1					LOCAL	3,4	2
ORGANIZATION OF THE U.S. GOVERNMENT	OJT	TIME VARIES	U1	U1					LOCAL	1,2	3
ORGANIZATION OF THE AMEDD	OJT	TIME VARIES	U1	U1					LOCAL	3	4
ORIENTATION TO EMPLOYING OFFICE	OJT	TIME VARIES	U1	U1					LOCAL	4	5
ACTION OFFICER DEVELOPMENT COURSE	CC	6 MONTHS		U1	U1				AIPD/ INTERNET	8,9,60	26
TRICARE FINANCIAL MANAGEMENT EDUCATION PROGRAM	FC	40			U1	U1	U1	U1	TRICARE MGT AGENCY	13,14,24,25,26,31	10
MANAGER DEVELOPMENT COURSE	CC	20						U1	AIPD	13,14,15,16,41,42,56	28
FUNDAMENTALS OF GOVERNMENT CONTRACTING	FC	32		U2	U2				VARIES	23	8
CONTRACTING OFFICER'S REPRESENTATIVE COURSE	FC	40				U2	U2		ALMC	23	11
PERSONNEL MANAGEMENT FOR EXECUTIVES	FC	72					U2***	U2	AMSC	14,15,17,27	13
ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES	FC	80						U2	CAL	12,36,37,38,39,40,41,42	14
FEDERAL BUDGETARY POLICY & PROCESSES	FC	80						U2	ESC	24,25,26	15

LEGEND: FC = FORMAL COURSE  
CC = CORR COURSE  
OJT = ON-JOB TRAINING

U1 = UNIVERSAL PRIORITY I  
U2 = UNIVERSAL PRIORITY II  
U3 = UNIVERSAL PRIORITY III

CPD = COMPETITIVE PROFESSIONAL DEVEL  
SUP = SUPERVISOR ONLY  
DVP = DEVELOPMENT ASSIGNMENT

\* = ACCORDING TO INDIV JOB REQUIREMENT  
\*\* = ANNUAL REQUIREMENT  
\*\*\* = BY EXCEPTION

## MASTER TRAINING PLAN MATRIX FOR HEALTH SYSTEM SPECIALIST

**LEGEND: FC = FORMAL COURSE    U1 = UNIVERSAL PRIORITY I    CPD = COMPETITIVE PROFESSIONAL DEVELOPMENT    \* = ACCORDING TO INDIV JOB REQUIREMENT**  
**CC = CORR COURSE    U2 = UNIVERSAL PRIORITY II    SUP = SUPERVISOR ONLY    \*\* = ANNUAL REQUIREMENT**  
**OJT = ON-JOB TRAINING    U3 = UNIVERSAL PRIORITY III    DVP = DEVELOPMENT ASSIGNMENT    \*\*\* = BY EXCEPTION**  
**\*\*\*\* = FORMERLY CALLED ARMY MANAGEMENT STAFF COLLEGE**

# APPENDIX G

## MASTER INTERN TRAINING PLAN MATRIX FOR HEALTH SYSTEM SPECIALIST

COURSE / SEMINAR / OJT	TYPE OF TRAINING	LENGTH HOURS	ENTRY	INTERMEDIATE	ADVANCED	SOURCE	COMPETENCIES (APP C)	COURSE NUMBER (APP H)
			GS-6	GS-7	GS-8			
GENERAL ORIENTATION	OJT	TIME VARIES	U1	U1		LOCAL	1,2,3	1
EMPLOYMENT ORIENTATION	OJT	TIME VARIES	U1	U1		LOCAL	3,4	2
ORGANIZATION OF THE U.S. GOVERNMENT	OJT	TIME VARIES	U1	U1		LOCAL	1,2	3
ORGANIZATION OF THE AMEDD	OJT	TIME VARIES	U1	U1		LOCAL	3	4
ORIENTATION TO EMPLOYING OFFICE	OJT	TIME VARIES	U1	U1		LOCAL	4	5
INTERN LEADERSHIP DEVELOPMENT	FC	40	U1	U1		CAL	54,55,56,57,58	6
ACTION OFFICER DEVELOPMENT COURSE	CC	6 MONTHS		U1	U1	AIPD/ INTERNET	8,9,60	26
FUNDAMENTALS OF GOVERNMENT CONTRACTING	FC	32		U1	U1	VARIES	23	8
INTERN DEVELOPMENTAL ASSIGNMENT ACS FOR HEALTH POLICY	FC	TIME VARIES			U1	MACOM	5,6,12,17,43,44,45,46,54,55,56,57,60	9
TRICARE FINANCIAL MANAGEMENT EDUCATION PROGRAM	FC	40			U1	TRICARE MGT AGENCY	13,14,24,25,26,31	10
PROFESSIONAL ASSOCIATIONS	FC	TIME VARIES	U3	U3	U3	VARIES	17,18,19,20,21,22,28,30,31,32,33,34,35,43,44,45,46,47,48,49,50,52,53,54,58,59	16
SUPERVISOR DEVELOPMENT COURSE	CC	40		U3	U3	AIPD/ INTERNET	15,16	7
UNIVERSITY TRAINING	FC	TIME VARIES			U3	VARIES	5,6,7,8,10,11,12,13,14,17,18,19,20,21,22,24,26,28,29,30,31,32,33,34,35,36,37,38,39,40,42,43,44,45,46,47,48,49,50,51,52,53,54	21

LEGEND: FC = FORMAL COURSE  
CC = CORR COURSE  
OJT = ON-JOB TRAINING

U1 = UNIVERSAL PRIORITY I  
U2 = UNIVERSAL PRIORITY II  
U3 = UNIVERSAL PRIORITY III

CPD = COMPETITIVE PROFESSIONAL DEVEL  
SUP = SUPERVISOR ONLY  
DVP = DEVELOPMENT ASSIGNMENT

\* = ACCORDING TO INDIV JOB REQUIREMENT  
\*\* = ANNUAL REQUIREMENT  
\*\*\* = BY EXCEPTION

## **APPENDIX H**

### **COURSE DESCRIPTIONS FOR HEALTH SYSTEM ADMINISTRATION HEALTH SYSTEM SPECIALIST AND INTERN PROGRAM**

- 1. GENERAL ORIENTATION.** This orientation should cover the usual things an employee new to the organization needs to know, e.g., location of restrooms, operation of copy machines, use of local personal computer systems, etc. (Source: OJT/Local) (Time Varies)
- 2. EMPLOYMENT ORIENTATION.** An orientation to employment in the federal service. It should acquaint the new intern generally with the federal employment system to include: employee benefits, standards of conduct, and security requirements. (Source: OJT/Local) (Time Varies)
- 3. ORGANIZATION OF THE U.S. GOVERNMENT.** A short introduction to the federal government and how it operates, including the federal hierarchy and a very general overview of applicable laws and directives. (Source: OJT/Local) (Time Varies)
- 4. ORGANIZATION OF THE AMEDD.** A brief overview of the mission and organization of the AMEDD, to include the relationship of the OTSG to the MEDCOM, the DENCOM, and the VETCOM. It will include an overview of the Regional Medical Command structure and the functions of Medical Activities, Dental Activities, Veterinary Activities, and laboratory and research facilities. (Source: OJT/Local) (Time Varies)
- 5. ORIENTATION TO THE EMPLOYING OFFICE.** An orientation to the mission and functions of the employing office to include office correspondence procedures, signature authorities, suspense actions, and other administrative procedures. (Source: OJT/Local) (Time Varies)
- 6. INTERN LEADERSHIP DEVELOPMENT.** Teaches interns about: the U.S. Army organization and the intern's role in it; their personal learning style and how it supports the Army's leadership competencies of communication, team development, decision making, and professional ethics; team building and group dynamics; leadership styles that provide purpose, direction, and motivation, and when to use the appropriate style; individual values and how they affect decisions and professional ethics. (Source: CAL) (40 hours)
- 7. SUPERVISOR DEVELOPMENT COURSE.** Presents first time supervisory personnel with the basic knowledge of civilian personnel administration procedures and techniques. Supervisors must complete this correspondence course before enrolling in the Leadership Education and Development Course, #12 below. (Source: AIPD and INTERNET-course number 131F21; the URL is <http://155.217.35.238/accp/aipd.htm>)
- 8. FUNDAMENTALS OF GOVERNMENT CONTRACTING.** Fundamentals is an initial broad-overview course concerning Government contracting.

The information covered is done in "critical-point" fashion. The critical points needed (as a minimum) to function effectively. The course covers some unique topics (e.g., the Government's people; ethics; how to find contract law; overriding contract concepts; etc.) Fundamentals covers a vast amount of information and attempts to do it in an easily digestible checklist manner. (Source: Varies) (32 hours)

**9. INTERN DEVELOPMENTAL ASSIGNMENT ACS FOR HEALTH POLICY.** Structured training at MEDCOM designed to increase the intern's knowledge of health policy and policy formulation. Includes specialized work experiences and projects that gradually increase in complexity and scope to approach those performed by journeymen level Health Systems Specialists. (Source: MEDCOM) (Time Varies)

**10. TRICARE FINANCIAL MANAGEMENT EDUCATION PROGRAM.** Provides training in TRICARE budgeting, contracting, enrollment-based capitation, information requirements of managed care, Bid Price Adjustment, resource sharing, and the use of various automated planning and information tools. (Source: TRICARE Management Agency) (5 days)

**11. CONTRACTING OFFICER'S REPRESENTATIVE COURSE.** This course provides the student with an overall view of the contracting process with the major emphasis in contract administration. This course DOES NOT CERTIFY individuals to be CORs. This course is designed to meet the DRAFT Federal Standards for formal training of CORs. (Source: ALMC) (40 hours)

**12. LEADERSHIP EDUCATION AND DEVELOPMENT COURSE.** Develops and hones leadership skills of supervisors. Focus on situational leadership, motivation, communication, performance counseling, conflict management, team building, problem solving, values and ethics, and system theory. See Course #7 above. (Source: Local) (40 hours)

**13. PERSONNEL MANAGEMENT FOR EXECUTIVES.** Presents a broad perspective of personnel management in relation to the total management function, the relationship of operating as staff officials in the discharge of personnel management responsibilities, and the current and projected developments in personnel administration. (Source: AMSC) (72 hours)

**14. ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES.** Trains DA civilians (GS-13/GS-15) in leadership doctrine of the Army. Identifies, explains, and demonstrates the leadership skills and competencies required to perform at the key manager level. (Source: CAL) (80 hours)

**15. FEDERAL BUDGETARY POLICY & PROCESSES.** The process for funding government programs has become extremely competitive in an environment with increasing political pressure on the overall Federal budget. Program managers and budget professionals need an up-to-date understanding of this new environment to successfully prepare and defend their budget requests. This seminar begins with an overview of the political, macroeconomic, and policy forces affecting the Federal budget, and then moves to an in-depth

explanation of how to prepare a winning budget request. In the second week, seminar participants engage in an intensive simulation of the full budget process from initial preparation and defense to final Congressional action. (Source: ESC) (80 hours)

**16. PROFESSIONAL ASSOCIATIONS.** Provides a wide range of training opportunities in healthcare delivery issues in seminars lasting one to three days. (Source: American College of Healthcare Executives, Medical Group Management Association, American Hospital Association, state hospital associations, and others.) (Time varies)

**17. TEAM BUILDING AND TEAM LEADERSHIP.** This seminar focuses on the fundamental team skills necessary to work effectively in an organization's new team-oriented environment. This seminar recognizes the need for different, more collaborative responses to the situations supervisors and managers face in their organizations. The seminar will examine and apply basic techniques to foster commitment, increase trust, empower people, and create synergy for goal accomplishment. (Source: OPM) (40 hours)

**18. SEMINAR FOR NEW MANAGERS.** Addresses managerial issues of concern to newer managers, concentrating on the knowledge and skills needed for a successful transition into the management role (Source: ESC) (80 hours)

**19. MANAGEMENT DEVELOPMENT SEMINAR.** Examines management topics relevant to successful, experienced managers by focusing on the manager's role in ensuring organizational effectiveness. (Source: ESC) (80 hours)

**20. EXECUTIVE DEVELOPMENT SEMINAR.** Explores the leadership roles of senior managers and executives, emphasizing complex internal issues. (Source: ESC) (80 hours)

**21. UNIVERSITY SPONSORED TRAINING.** Provides training in university programs (full-time or part-time) which fulfill government needs. (Source: Varies by educational institution selected) (4 to 12 months)

**22. SUSTAINING BASE LEADERSHIP AND MANAGEMENT.** Presents strategies, doctrine, functional relationships, and systems relevant to the Total Army with emphasis on the sustainment base. Specifically, knowledge of military forces and doctrine, national policy and strategic studies, force integration, resource management, acquisition and logistics management, installation management, information management, management techniques, personnel management systems, health and fitness, communicative arts, and program analysis and evaluation for GS-12s through GS-14s. (Source: AMSC) (12 weeks)

**23. DEVELOPMENTAL ASSIGNMENT HQ MEDCOM, LEAD AGENT, OR RMC.** Structured training at an installation designed to put into practice job skills learned in the classroom. Includes specialized work experiences and projects that gradually increase in complexity and scope to approach those performed by a senior level Health System Specialist. (Source: Station/Installation) (Time varies)



**24. ARMY CONGRESSIONAL FELLOWSHIP PROGRAM.** Army Congressional fellows receive instruction and hands-on experience in a congressional office through training and developmental activities including three weeks of intensive briefings on the operations and organization of the U.S. Congress; a full-time assignment on the staff of a member, committee, or support agency or organization of the U.S. Congress; and, frequent seminars during the work assignment on Capitol Hill. (Source: CPOC) (15 Months)

**25. SECRETARY OF THE ARMY RESEARCH AND STUDY FELLOWSHIP.** Fellowships may be awarded to include study and research at institutions of higher learning or in comparable educational or research environments which best support the project. Proposed projects must indicate a high potential value to the Army and benefit the applicant as well. The applicant must be able to complete the project within the time proposed. Fellowships are not substitutes for projects that should be done on a normal on-duty assignment and financed through mission funds. (Source: SARSF) (6-12 months)

**26. ACTION OFFICER DEVELOPMENT COURSE.** Correspondence course/Internet course that prepares employees for the requirements of staff work with training similar to that of the Combined Arms and Services Staff School (CAS3). This course is designed for career interns (both local and those centrally funded by ACTEDS), and Army civilians newly appointed or promoted to journeyman level positions. Leadership support of this mandatory training will ensure that all Army civilian career interns and new journeyman level employees possess the knowledge and skills required to function effectively as action officers. An action officer is a staff member with subject matter expertise who "works actions" on behalf of senior staff officers or commanders. The term "action officer" does not refer to duty position. This course describes "staff work" as generally practiced Army wide. The supervisor of each student must enter into an agreement with the employee to provide opportunities for the employee to become proficient. There are two means to enroll in the Action Officer Development Course (AODC):

a. Correspondence Course: Commanders are responsible to enroll employees within 30 days of the appointment or promotion and successfully complete the AODC within 6 months of the enrollment. Unlike most other correspondence courses, the AODC requires progressive involvement of the supervisor. The Army Institute for Professional Development (AIPD) will grant credit for course completion when the supervisor's certification and the student's examination are received and processed. Commanders may grant waivers to employees who have previously completed both the nonresident and resident phases of CAS3. Course materials are available from AIPD, using DA Form 145. (Source: AIPD) (6 months)

b. Internet: The AODC is interactive on the Internet, course number 131F41. Employees can apply, complete the course, and take the final examination on the Web. The AODC Internet course consists of ten lessons, as follows:

- (1) Organization and Managers
- (2) Staff Work
- (3) Managing Time and Priorities
- (4) Meetings and Interviews
- (5) Solving Problems/Making Decisions
- (6) Communications
- (7) Writing
- (8) Coordinating
- (9) Briefings
- (10) Ethics

To enroll online, use: <http://155.217.58.58/cgi-bin/atdl.dll/accp/st7000/top.htm>. (Source: AIPD and Internet)

**27. PERSONNEL MANAGEMENT FOR EXECUTIVES II.** Designed to stimulate managers and executives to manage human resources more efficiently and to develop a sharper sense of direction and improved human resources management skills. (Source: AMSC) (40 hours)

**28. MANAGER DEVELOPMENT COURSE.** Correspondence course covering topics such as organization culture, time management, setting objectives and plans, problem solving and decision making, planning, programming and budgeting, manpower management, communications, information technology applications, the Army environmental program, equal employment opportunity, professional ethics, internal management control, and Army Family Team Building (Source: AIPD) (20 hours)

## **APPENDIX I**

### **SOURCES OF HIGHER EDUCATION COURSES IN HEALTH CARE ADMINISTRATION**

#### **1. UNIVERSITY OF ALABAMA AT BIRMINGHAM**

Master of Science in Health Administration  
School of Health Related Professions  
Webb Nutrition Sciences Building  
Birmingham, Alabama 35294-3361  
205-934-5661 Fax: 205-975-6608  
Distance from: Ft McClellan 60 miles  
Redstone Arsenal 100 miles

#### **2. U.S. ARMY-BAYLOR UNIVERSITY**

Graduate Program in Health Care Administration  
Academy of Health Sciences, USA  
Fort Sam Houston, Texas 78234-6100  
210-221-8874 Fax: 210-221-6901  
Distance from: Ft Sam Houston 0 miles  
Ft Hood 150 miles

#### **3. THE CITY UNIVERSITY OF NEW YORK**

Baruch College/Mount Sinai School of Medicine  
Graduate Program in Health Care Administration  
17 Lexington Ave, Box 313  
New York, New York 10010  
212-447-3600 Fax: 212-447-3364  
Distance from: U.S. Military Academy 50 miles  
Ft Monmouth 50 miles  
Ft Dix 70 miles

#### **4. UNIVERSITY OF COLORADO AT DENVER**

Program in Health Administration  
Graduate School of Business Administration  
P.O. Box 173364, Campus Box 165  
Denver, Colorado 80217-3364  
303-556-5858 Fax: 303-556-5899  
Distance from: Ft Carson 75 miles

#### **5. UNIVERSITY OF COLORADO AT DENVER/ WESTERN NETWORK FOR EDUCATION IN HEALTH ADMINISTRATION**

The Executive Program in Health Administration  
Graduate School of Business Administration  
P.O. Box 480006  
Denver, Colorado 80248-0006  
303-623-1888 Fax: 303-623-6228  
Distance from: Ft Carson 75 miles

**6. DUKE UNIVERSITY**

Program in Health Services Management  
Fuqua School of Business  
P.O. Box 90120  
Durham, North Carolina 27708-0120  
919-660-7847 Fax: 919-681-6245  
Distance from: Ft Bragg 100 miles

**7. THE GEORGE WASHINGTON UNIVERSITY**

Graduate Program in Health Services Management and Policy  
School of Business and Public Management  
600 21<sup>st</sup> Street, NW  
Washington, D.C. 20052  
202-994-6220 Fax: 202-994-4068  
Distance from: Walter Reed AMC 10 miles  
Ft Belvoir 15 miles  
Ft Meade 20 miles

**8. GEORGIA STATE UNIVERSITY**

Master of Health Administration Program  
Institute of Health Administration  
College of Business Administration  
University Plaza, 1060 Lawyer's Title Building  
Atlanta, Georgia 30303-3083  
404-651-2637 Fax: 404-651-2804  
Distance from: Ft McPherson 0 miles  
Ft Benning 100 miles

**9. THE JOHNS HOPKINS UNIVERSITY**

MHS Program in Health Finance and Management  
Department of Health Policy and Management  
School of Hygiene and Public Health  
Hampton House, Fourth Floor  
624 North Broadway  
Baltimore, Maryland 21205-1995  
410-955-5315 Fax: 410-955-6959  
Distance from: Ft Meade 20 miles  
Aberdeen Proving Grounds 25 miles  
Walter Reed AMC 35 miles  
Ft Belvoir 55 miles  
Carlisle Bks 80 miles

**10. THE UNIVERSITY OF KANSAS-LAWRENCE**

Master of Health Services Administration  
Department of Health Services Administration  
6050 Maloy Hall  
Lawrence, Kansas 66045-2503  
913-864-3212 Fax: 913-864-5089  
Distance from: Ft Leavenworth 40 miles  
Ft Riley 80 miles

**11. UNIVERSITY OF KENTUCKY**

Master of Health Administration Program  
James W. Martin School of Public Policy & Administration  
425 Patterson Office Tower  
Lexington, Kentucky 40536-0080  
606-257-5741 Fax: 606-323-1937  
Distance from: Ft Knox 100 miles

**12. MEDICAL COLLEGE OF VIRGINIA/VIRGINIA  
COMMONWEALTH UNIVERSITY**

Graduate Program in Health Services Administration  
Department of Health Administration  
School of Allied Health Professions  
Box 980203  
Richmond, Virginia 23298-0203  
804-828-0719 Fax: 804-828-1894  
Distance from: Ft Lee 30 miles  
Ft Eustis 60 miles  
Ft Belvoir 100 miles

**13. MEDICAL COLLEGE OF VIRGINIA/VIRGINIA  
COMMONWEALTH UNIVERSITY**

Executive Program in Health Services Administration  
Department of Health Administration  
School of Allied Health Professions  
Box 980203  
Richmond, Virginia 21298-0203  
804-828-0719 Fax: 804-828-1894  
Distance from: Ft Lee 30 miles  
Ft Eustis 60 miles  
Ft Belvoir 100 miles

**14. MEDICAL UNIVERSITY OF SOUTH CAROLINA**

Master of Health Administration Program  
Department of Health Administration and Policy  
College of Health Professions  
Harborview Tower, Suite 408  
Charleston, South Carolina 29425-2718  
803-792-2118 Fax: 803-792-3327  
Distance from: Ft Jackson 100 miles

**15. MEHARRY MEDICAL COLLEGE**

Health Services Administration Program  
Division of Community Health Sciences  
Box 53-A, 1005 D.B. Todd Jr. Boulevard  
Nashville, Tennessee 37208-9989  
615-327-6069 Fax: 615-327-6717  
Distance from: Ft Campbell 60 miles

**16. NEW YORK UNIVERSITY**

Health Policy and Management Program  
Robert F. Wagner Graduate School of Public Service  
40 West 4<sup>th</sup> Street, Tisch Hall Room 600  
New York, New York 10012-1118  
212-998-7440 Fax: 212-995-4162  
Distance from: U.S. Military Academy 50 miles  
Ft Monmouth 50 miles  
Ft Dix 70 miles

**17. UNIVERSITY OF PENNSYLVANIA**

Graduate Program in Health Care Management  
The Wharton School  
3641 Locust Walk, 204 Colonial Penn Center  
Philadelphia, Pennsylvania 19104-6218  
215-898-6861 Fax: 215-898-0229  
Distance from: Ft Dix 45 miles  
Aberdeen Proving Ground 75 miles  
Carlisle Bks 110 miles

**18. UNIVERSITY OF PUERTO RICO**

Master in Health Services Administration  
Graduate School of Public Health  
G.P.O. Box 5067  
Medical Sciences Campus Building  
San Juan, Puerto Rico 00936  
809-758-2525 Fax: 809-759-6719  
Distance from: Ft Buchanan 10 miles

**19. UNIVERSITY OF SOUTH CAROLINA**

Master of Health Administration Program  
Department of Health Administration  
School of Public Health  
Columbia, South Carolina 29208  
Fax: 803-777-4783  
Distance from: Ft Jackson 10 miles  
Ft Gordon 70 miles

**20. SOUTHWEST TEXAS STATE UNIVERSITY**

Graduate Program in Health Care Administration  
Department of Health Administration  
San Marcos, Texas 78666-4616  
Fax: 512-245-8712  
Distance from: Ft Sam Houston 45 miles  
Ft Hood 100 miles

**21. TEMPLE UNIVERSITY**

Graduate Program in Health Administration  
School of Business and Management  
Speakman Hall (006-00)  
Philadelphia, Pennsylvania 19122  
Fax: 215-204-3851  
Distance from: Ft Dix 45 miles  
Aberdeen Proving Ground 75 miles  
Carlisle Bks 110 miles

**22. TRINITY UNIVERSITY**

Graduate Program in Health Care Administration  
Individual Study Program in Health Care Admin.  
715 Stadium Drive, Box 58  
San Antonio, Texas 78212  
210-736-8107 Fax: 210-736-8108  
Distance from: Ft Sam Houston 0 miles  
Ft Hood 150 miles

**23. UNIVERSITY OF WASHINGTON-SEATTLE**

Graduate Program in Health Services Administration  
Department of Health Services SC 37  
Seattle, Washington 98195  
Fax: 206-543-3964  
Distance from: Ft Lewis 45 miles

**24. WIDENER UNIVERSITY**

Graduate Program in Health and Medical Services Administration  
School of Management  
Chester, Pennsylvania 19013  
Fax: 610-499-4615  
Distance from: Aberdeen Proving Grounds 50 miles  
Ft Dix 70 miles  
Carlisle Bks 95 miles

## APPENDIX J

### GLOSSARY

<u>ACRONYM</u>	<u>DEFINITION</u>
ACCHRM	Army Center for Civilian Human Resource Management
ACTEDS	Army Civilian Training, Education, and Development System
ACS	Assistant Chief of Staff
ADA	American with Disabilities Act
AHA	American Heart Association
AIPD	Army Institute for Professional Development
ALMC	Army Logistics Management College
AMEDD	Army Medical Department
AMEDDC&S	Army Medical Department Center and School
AMSC	Army Management Staff College
AODC	Action Officer Development Course
APPD	Army Personnel Proponent Directorate
ASA (M&RA)	Assistant Secretary of the Army (Manpower and Reserve Affairs)
AWC	- Army War College
CAL	- Center for Army Leadership
CAP	- College of American Pathologists
CAS3	- Combined Arms and Services Staff School
CC	- correspondence course
CDC	- Center for Disease Control
CGSC	- Command and General Staff College
CONUS	- continental United States
COR	- Contracting Officer Representative
CPAC	- Civilian Personnel Advisory Center
CPD	- competitive professional development
CPOC	- Civilian Personnel Operating Center
DA	- Department of the Army
DCSPER	- Deputy Chief of Staff, Personnel
DNR	- do not resuscitate
DENCOM	- Dental Command
DOD	- Department of Defense
DOL	- Department of Labor
EEO	- Equal Employment Opportunity
ESC	- Executive Seminar Center
FC	- Functional Chief/formal course
FCR	- Functional Chief Representative
FECA	- Federal Employee Compensation Act
IAW	- in accordance with
ICAF	- Industrial College of the Armed Forces
IDP	- Individual Development Plan (non-regulatory)
KSA	- Knowledge, Skills, and Abilities
LTT	- long term training
MACOM	- Major Army Command
MEDCEN	- Medical Center
MEDCOM	- Medical Command
MEDDAC	- Medical Activity
MITP	- Master Intern Training Plan
MSC	- Major Subordinate Command
MTP	- Master Training Plan
NDU	- National Defense University



NWC	National War College
OCONUS	outside continental United States
OJT	on-the-job training
OPM	Office of Personnel Management
OSHA	Occupational Safety and Health Administration/Act of 1970
OTSG	Office of The Surgeon General
RDC	Regional Dental Command
RMC	Regional Medical Command
RVC	Regional Veterinary Command
SARSF	Secretary of the Army Research and Study Fellowships
SBLM	Sustaining Base Leadership and Management
SME	subject matter expert
SSC	Senior Staff College
TAPES	Total Army Performance Evaluation System
TFMEP	TRICARE Financial Management Education Program
TCLA	TRICARE Lead Agency
TSG	The U.S. Army Surgeon General
USACHPPM	U.S. Army Center for Health Promotion and Preventive Medicine
VETCOM	Veterinary Command

## APPENDIX K

### REQUEST FOR EQUIVALENCY CREDIT FOR MANDATORY FUNCTIONAL TRAINING

#### Instructions for Completing and Handling Request:

- Employee completes Section I, provides input for Section II, and forwards request to supervisor.
- Supervisor reviews Section II and completes Section III. If concurring, forwards request to approving authority. If nonconcurring, returns request to employee.
- Approving authority completes Section IV and returns request to supervisor.

Section I – Employee's Request for Equivalency Credit		
Name (Last - First - MI)		Career Field/Program Number
Title/Series/Grade	Course Title & Code	Course Provider
Employee's Signature	Date Signed	Telephone Number and E-mail
Section II – Training Information		
<input type="checkbox"/> Work Experience: (Attach detailed explanation of work assignments. Identify competencies and explain how they were acquired.)		
<input type="checkbox"/> Formal Education or Training, including Correspondence Study: (Attach transcript(s) and descriptions of course work, to include course title, course level, and grade. Identify competencies and explain how they were acquired.)		
<input type="checkbox"/> Self-development Activities (Attach detailed explanation. Identify competencies and explain how they were acquired.)		
Section III – Supervisor's Recommendation		
<input type="checkbox"/> Concur <input type="checkbox"/> Non-concur		
Supervisor's Name, Title, Organization, and Mailing Address		Telephone Number and E-mail
Supervisor's Signature	Date Signed	Date Signed
Section IV – Approving Authority's Decision		
Approving Authority's Name, Title, Organization, and Mailing Address		Telephone Number and E-mail
Approving Authority's Signature		Date Signed

**APPENDIX L**  
**INDIVIDUAL DEVELOPMENT PLAN**  
**PRIVACY ACT STATEMENT**

Section 4103 of Title 5 to U.S. Code authorizes collection of this information. This information will be used by staff management personnel and the Personnel Office servicing your locality, to plan and/or schedule training and development activities. Collection of your Social Security Number is authorized by Executive Order 9397. Furnishing the information on this form, including your Social Security Number, is voluntary.

<b>NAME:</b>	<b>SSN:</b>	<b>PERIOD COVERED:</b>	<b>CAREER FIELD:</b>
<b>POSITION TITLE/GRADE:</b>		<b>ORGANIZATION:</b>	

**1. DEVELOPMENTAL OBJECTIVES (Skills/Performance Enhancement, Career Development, Etc.)**

<b>a. Short-Term Objectives</b>	<b>b. Long-Term Objectives (3-5 Years)</b>
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.

**2. MANDATORY TRAINING FOR ACCREDITATION/CERTIFICATION**

Course Title/Number	Objective Supported	Course Provider	Date Required	Hours	Tuition	Est Tv/ID
1.						
2.						
3.						
4.						
5.						
6.						

**3. UNIVERSAL MANDATORY TRAINING (Priority I)**

Course Title/Number	Priority	Course Provider	Date Required	Hours	Tuition	Est Tv/ID
1.						
2.						
3.						
4.						
5.						
6.						

**4. UNIVERSAL TRAINING (Priority II AND III)**

Course Title/Number	Objective Supported	Priority	Course Provider	Date Required	Hours	Tuition	Est Tvl/PD
1.							
2.							
3.							
4.							
5.							

**5. COMPETITIVE PROFESSIONAL DEVELOPMENT**

Type of Assignment	Location	Proposed Dates	Est Tvl/PD
1.			
2.			
3.			
4.			
5.			

**6. TRAINING OR SELF DEVELOPMENT COMPLETED DURING LAST FY**

Training Course or Developmental Activity	Location	Completion Date	Hours
1.			
2.			
3.			
4.			
5.			
6.			

**7. INTERN ON THE JOB TRAINING**

Developmental Activity	Location	Proposed/Completion Date	Sup Initial	Hours
1.		/		
2.		/		
3.		/		
4.		/		
5.		/		
6.		/		

I certify that I will support the training and/or development outlined in this IDP and will recommend approval of training costs in each FY budget. I have discussed this with the employee for whom this IDP has been prepared and concur with documented training.

\_\_\_\_\_  
Program Manager/Supervisor Date

\_\_\_\_\_  
Functional Chief Representative Date

I have discussed my career goals and the training or development needed to achieve these goals. I have included only goals that I can realistically expect to achieve during the time period specified.

\_\_\_\_\_  
Employee Date